

1 FAM 470

BUREAU OF CONFLICT AND STABILIZATION OPERATIONS (CSO)

(CT:ORG-256; 01-13-2012)
(Office of Origin: CSO)

1 FAM 471 ASSISTANT SECRETARY FOR CONFLICT AND STABILIZATION OPERATIONS (CSO)

1 FAM 471.1 Responsibilities

(CT:ORG-256; 01-13-2012)

The Assistant Secretary for Conflict and Stabilization Operations (CSO):

- (1) Is the Secretary of State's senior advisor on conflict and instability;
- (2) Formulates and implements policies and proposals, and provides policy counsel at decision-making levels on conflict prevention, response, and stabilization policies and programs under the overall direction of and in coordination with the Under Secretary for Civilian Security, Democracy and Human Rights (J);
- (3) Leads the development and deployment of a strong civilian response capability including necessary surges of personnel and resources, in coordination with relevant Department bureaus and other agencies;
- (4) Works with other U.S. Government agencies to strengthen the U.S. Government's capacity to plan and conduct conflict prevention, response, and stabilization operations;
- (5) Together with other Department bureaus, works with the Department of Defense, and NATO to harmonize civilian and military plans and operations pertaining to conflict prevention, response, and stabilization;
- (6) In coordination with the Bureau of Legislative Affairs (H) and relevant functional and geographic bureaus, engages with the U.S. Congress, nongovernmental organizations (NGOs), foreign governments, international/regional organizations, the private sector, and the public on conflict prevention, response, and

stabilization capabilities and operations;

- (7) Works with other U.S. Government agencies to ensure policy and program (including foreign assistance) coordination for conflict prevention, response, and stabilization operations;
- (8) Leads the development of CSO as the home bureau for Department expertise on conflict prevention, response, and stabilization;
- (9) Supervises the Principal Deputy Assistant Secretary (CSO/P) and the deputy assistant secretaries for Overseas Operations (CSO/OP); Management Support and Civilian Response Corps (CSO/MCR); and Partnerships and Learning (CSO/PL); and
- (10) Performs other duties as assigned.

1 FAM 471.2 Organization

(CT:ORG-256; 01-13-2012)

An organization chart of the Bureau of Conflict and Stabilization Operations (CSO) is found in 1 FAM Exhibit 471.2.

1 FAM 471.3 Authorities

(CT:ORG-256; 01-13-2012)

Authorities for this subchapter include:

- (1) State Department Basic Authorities Act of 1956, as amended (22 U.S.C. 2651a(c)(2)), providing general authority for appointment of Assistant Secretaries;
- (2) Delegation of Authority 293-1, dated January 12, 2007, Section 2 (e) (2), regarding the authorities of Assistant Secretaries;
- (3) Public Law 110-417, Title XVI—Reconstruction and Stabilization Civilian Management; and
- (4) Other authorities, as appropriate.

1 FAM 472 DEPUTY ASSISTANT SECRETARIES

1 FAM 472.1 Principal Deputy Assistant Secretary (CSO/P)

(CT:ORG-256; 01-13-2012)

The Principal Deputy Assistant Secretary (CSO/P):

- (1) Performs the duties of the Assistant Secretary in the absence of the

Assistant Secretary;

- (2) Advises the Assistant Secretary on formulating policy, establishing goals, integrating operations, and implementing programs;
- (3) Exercises lead oversight and policy management responsibility for the integration of the bureau's conflict prevention, response, and stabilization operations, deployments, and programs;
- (4) Maintains close working relationships with the leadership of the Department's regional and functional bureaus, identifying suitable opportunities for CSO to help bureaus and chiefs of mission deal with conflict prevention, response, and stabilization;
- (5) Serves as the bureau's point of contact with the Bureau of Intelligence and Research (INR) and other elements of the Intelligence Community to ensure that CSO operational and program planning is guided by early warning of emerging conflicts;
- (6) Serves as the bureau's point of contact with the Office of the Director of U.S. Foreign Assistance (F) to determine proper levels of program funding for CSO and to ensure that conflict prevention, response, and stabilization programming is fully integrated with the objectives of other Department bureaus and U.S. Government partners;
- (7) Works closely with the Department's functional bureaus, USAID, DOD, and other agencies to ensure integrated operations;
- (8) In coordination with the Bureau of Legislative Affairs (H), engages with the U.S. Congress on conflict prevention, response, and stabilization operations and programs;
- (9) Supervises the Office of Policy and Programs (CSO/P/PP), which assists the Principal Deputy Assistant Secretary in carrying out the above-described responsibilities, supporting institutionalization of the International Operational Response Framework (IORF), supervising CSO personnel working in regional bureaus and coordinating with the Bureau of Diplomatic Security's (DS) liaison unit to CSO for cohesive policy planning, integrated operational support, and operational security; and
- (10) Performs other duties as assigned.

1 FAM 472.2 Deputy Assistant Secretary for Overseas Operations (CSO/OP)

(CT:ORG-256; 01-13-2012)

The Deputy Assistant Secretary for Overseas Operations (CSO/OP):

- (1) Advises the Assistant Secretary and the Principal Deputy Assistant Secretary (CSO/P) on operational goals and objectives;
- (2) On the basis of guidance from CSO/P, works with senior State and USAID leadership, National Security staff, regional and functional bureaus, and chiefs of mission to design CSO operations to support broader U.S. policy goals for the region and country;
- (3) Monitors and directs the use of staff and other resources to achieve bureau operational priorities;
- (4) Supervises CSO's overseas engagement teams conducting conflict prevention, response, and stabilization engagements;
- (5) Ensures the full integration within each engagement team of assessments, planning, deployments, and monitoring;
- (6) Recommends the use of program funds to enhance the effectiveness of deployments;
- (7) Oversees pre-planning to prepare for potential operations, informed by priorities identified by CSO/P through early warning systems and regional bureau embedded personnel, and in coordination with relevant functional bureau(s);
- (8) Works closely with the Office of Policy and Programs (CSO/P/PP) to ensure that operations follow CSO policies with regard to conflict prevention, response and stabilization and DS operational security recommendations;
- (9) Works closely with the Deputy Assistant Secretary for Management Support and Civilian Response Corps (CSO/MCR) to fill upcoming positions and support deployments with timely communications, finances, procurement, logistics, and other deployment support;
- (10) Works closely with the Deputy Assistant Secretary for Partnerships and Learning (CSO/PL) to integrate bilateral, multilateral, civilian-military, nongovernmental, and other partners into all stages of the operations, as well as to identify and address the learning and training needs of the engagement teams; and
- (11) Performs other duties as assigned.

1 FAM 472.3 Deputy Assistant Secretary for Management Support and Civilian Response Corps (CSO/MCR)

(CT:ORG-256; 01-13-2012)

The Deputy Assistant Secretary for Management Support and Civilian Response Corps (CSO/MCR):

- (1) Serves as the principal advisor to the Assistant Secretary on management policy, administration, planning, and resource issues;
- (2) Supervises the Office of the Executive Director (CSO/MCR/EX), overseeing the bureau's domestic management, funding, personnel, budget, space, information systems management, and general services support staff;
- (3) Supervises the Office of Civilian Response Corps and Deployment Support (CSO/MCR/CRC), overseeing the selection, readiness, assignment, and management of civilian responders and support of CSO overseas deployments;
- (4) Works with the Assistant Secretary to ensure management integration across office lines within the bureau; and
- (5) Performs other duties as assigned.

1 FAM 472.4 Deputy Assistant Secretary for Partnerships and Learning (CSO/PL)

(CT:ORG-256; 01-13-2012)

The Deputy Assistant Secretary for Partnerships and Learning (CSO/PL):

- (1) Supervises the Office of Partnerships (CSO/PL/P), which works with conflict prevention, response, and stabilization offices in partner governments and multilateral organizations to ensure that CSO activities are coordinated with other programs in countries of interest;
- (2) Develops strategies with regional bureaus to integrate new and emerging partners, when possible, into assessments, strategies, and operations;
- (3) Develops strategies to coordinate with NGOs, diasporas, the private sector, local civil society organizations, and other nontraditional actors in conflict operations;
- (4) Supervises the Office of Learning and Training (CSO/PL/LT), which maintains a resource center of conflict prevention, response and stabilization best practices, and procedural guidance for use by CSO-deployed teams and others (posts abroad, regional and functional State bureaus, interagency partners); coordinates with the Diplomatic Security Training Center for specialized field training for CSO and the Office of Civilian Response Corps and Deployment Support (CSO/MCR/CRC) personnel; coordinates professional development with the Foreign Service Institute (FSI), United States Institute of Peace (USIP), National Defense University (NDU), and other providers of training, including international partners; and

- collects, evaluates, and disseminates lessons learned from CSO and other partner deployments to inform the planning and implementation of ongoing and future operations;
- (5) Works closely with the Deputy Assistant Secretary for Overseas Operations (CSO/OP) to ensure that appropriate non-U.S. Government partners are integrated into early warning, assessments, planning, and operations;
- (6) Performs public affairs and outreach functions; and
- (7) Performs other duties as assigned.

1 FAM 473 BUREAU OFFICES

1 FAM 473.1 Office of Policy and Programs (CSO/P/PP)

(CT:ORG-256; 01-13-2012)

The Office of Policy and Programs (CSO/P/PP):

- (1) Supports bureau principals by ensuring that worldwide policy planning support for conflict prevention, response, and stabilization operations and programs in countries at risk of, in, or emerging from conflict, is consistent with bureau goals and strategies, as determined by the Assistant Secretary;
- (2) Works with the Bureau of Intelligence and Research (INR) and other elements of the Intelligence Community to ensure that CSO operational and program planning is guided by early warning of potential emerging conflicts;
- (3) Provides guidance for the bureau's strategic planning and budget documents, in coordination with the Deputy Assistant Secretary for Management Support and Civilian Response Corps (CSO/MCR) and the Office of the Executive Director (CSO/MCR/EX);
- (4) Maintains working-level relations, strengthened by embedded CSO personnel, with Department of State regional bureaus, after senior leadership determines suitable CSO operations to help bureaus and chiefs of mission deal with emerging conflicts and engage in post-conflict stabilization efforts;
- (5) Directly interfaces with the Bureau of Diplomatic Security's senior embedded representative to CSO;
- (6) Supports the design of the International Operational Response Framework (IORF), supervising the institutionalization of the IORF

- across CSO by ensuring appropriate training for CSO, Department, and interagency personnel, and by ensuring that regional operational teams follow IORF procedures when IORF is activated;
- (7) Works with CSO overseas engagement teams, with the approval of the Assistant Secretary and the Principal Deputy Assistant Secretary (CSO/P), to plan and allocate program funds in support of conflict prevention, response, and stabilization objectives;
 - (8) Participates in interagency, intergovernmental, international, and private-sector forums, working closely with the Director, Office of Partnerships (CSO/PL/P), regarding civilian response capabilities for conflict prevention, response, and stabilization operations; and
 - (9) Works with CSO/P to ensure integration of strategic functions—notably early warning, conflict policy and strategy, and other cross-cutting issues—across the pillars of CSO.

1 FAM 473.2 Offices of Overseas Operations 1, 2, and 3 [(CSO/OP/OP1) through (CSO/OP/OP3)]

(CT:ORG-256; 01-13-2012)

The Overseas Operations Offices report to the Deputy Assistant Secretary for Overseas Operations (CSO/OP) and perform the following similar functions for different CSO operations, each unique in location, size, and mission:

- (1) Support senior-level CSO deliberations with the regional and functional bureaus, USAID, National Security staff, and diplomatic posts over the engagement objectives and design of a country operation, and coordinate directly with the Bureau of Diplomatic Security personnel to initiate security planning in advance of CSO deployments;
- (2) Prepare mission-specific conflict response and contingency plans where appropriate, in coordination with relevant functional bureau(s) and on the basis of requirements identified by the Secretary, Assistant Secretary, and/or Principal Deputy Assistant Secretary (which are informed by the Office of Policy and Programs (CSO/P/PP) and requests from regional bureaus, ambassadors, and others);
- (3) Conduct analysis working with U.S. Government and non-U.S. Government partners at the outset of an engagement to identify key causes of instability, emerging risks, and sectoral areas for focus, linking analysis with decision-making, planning, deployments, and programming;
- (4) Determine staffing requirements of CSO teams and deploy and

- supervise them in conflict prevention, response, and stabilization operations in coordination with the relevant regional and functional bureaus, USAID, chief of mission, CSO Office of Civilian Response and Deployment Support (CSO/MCR/CRC), and other partners, where appropriate;
- (5) Provide subject-matter expertise (e.g., conflict analysis, planning, security-sector assessments, electoral conflict monitoring, transitional justice, and anti-corruption);
 - (6) Provide security-sector specialists to assess and address host-country issues in collaboration with the Bureau of International Narcotics and Law Enforcement Affairs (INL), the State lead for security and justice sector reform as well as with other State, U.S. Government departments and agencies, and international partners;
 - (7) Design flexible CSO operations to grow or shrink over time based on the needs of the mission and changing dynamics in-country;
 - (8) Provide guidance to and coordinate support for deployed CSO teams;
 - (9) Ensure accountability by measuring progress and effectiveness of deployed teams against specific goals set at beginning of deployment and other appropriate measures, and make course corrections where necessary;
 - (10) Implement and perform oversight with respect to foreign assistance program funds allocated to CSO, including any remaining 1207 program funds allocated under section 1207 of the FY 2006 National Defense Authorization Act; and
 - (11) Manage in-country CSO engagement teams, including selection of engagement leaders.

1 FAM 473.3 Office of the Executive Director (CSO/MCR/EX)

(CT:ORG-256; 01-13-2012)

The Office of the Executive Director (CSO/MCR/EX):

- (1) Provides financial management and budget support for all CSO operational and programmatic resources;
- (2) Provides domestic administrative management and support activities within the bureau, including administrative policy development, human resources management and services, information systems management, procurement, property management, travel, logistics, security, management analysis and

- evaluation, and contracting;
- (3) Serves as CSO's internal controls manager, establishing internal management controls and conducting periodic vulnerability assessments; and
- (4) In coordination with the Office of Policy and Programs (CSO/P/PP), assists with the compilation, drafting, and submission of strategic planning documents.

1 FAM 473.4 Office of Civilian Response Corps and Deployment Support (CSO/MCR/CRC)

(CT:ORG-256; 01-13-2012)

The Office of Civilian Response Corps and Deployment Support (CSO/MCR/CRC):

- (1) Ensures that the Civilian Response Corps has the right range of people with clearly defined competencies and attributes;
- (2) Recruits and readies civilian responders who may be deployed for conflict prevention, response, or stabilization operations, and maintains rosters of the responders;
- (3) Assigns responders to CSO engagement teams for conflict prevention, response, and stabilization initiatives in response to team composition requirements identified by the Offices of Overseas Operations within the Office of the Deputy Assistant Secretary for Overseas Operations (CSO/OP);
- (4) Conducts research and analysis to determine future civilian responder requirements and to recommend future staffing patterns;
- (5) Builds systems and bodies of procedure to further develop response components;
- (6) Manages CSO personnel assignment rotations to strengthen employees' professional versatility and development; and
- (7) Provides management support for CSO overseas deployments, minimizing demands on posts by closely coordinating logistical, security, and other requirements with the relevant regional and functional bureaus, and chiefs of mission.

1 FAM 473.5 Office of Partnerships (CSO/PL/P)

(CT:ORG-256; 01-13-2012)

The Office of Partnerships (CSO/PL/P):

- (1) Works with conflict prevention, response, and stabilization offices of

- partner governments and multilateral organizations to develop headquarters and field-based coordination strategies to ensure that CSO activities are coordinated with other programs in countries of interest. These partners include, but are not limited to, offices in other governments (e.g., the United Kingdom's Stabilisation Unit, Canada's Stabilization and Reconstruction Task Force (START), and the Government of Australia's Australian Civilian Corps); emerging powers (the BRIC countries of Brazil, Russia, India, and China); multilateral organizations (e.g., UN peacekeeping and peace-building operations, NATO, the European Union, and the Organization for Security and Co-operation in Europe (OSCE)); the private sector; NGOs; diaspora representatives and organizations; civil society organizations; and other nontraditional actors;
- (2) Coordinates with the Department of Defense, the Bureau of Political Military Affairs (PM), the Bureau of Diplomatic Security, and the Bureau of International Organizations (IO) to set civilian-military guidelines and operating procedures for working with CSO conflict prevention and response operations;
 - (3) Develops and puts into operation public-private guidelines and mechanisms for collaborating in conflict prevention and response with the private sector; and
 - (4) Provides public affairs and outreach functions for the bureau.

1 FAM 473.6 Office of Learning and Training (CSO/PL/LT)

(CT:ORG-256; 01-13-2012)

The Office of Learning and Training (CSO/PL/LT):

- (1) Compiles, organizes, summarizes, indexes, and makes available to CSO personnel, regional bureaus, chiefs of mission, and other State Department and USAID personnel facing conflict in failing states a user-friendly, interactive online resource center of conflict prevention, response, and stabilization information and with online links to additional resources and dedicated research staff able to respond to priority information requests;
- (2) Establishes training requirements for CSO personnel in coordination with the Foreign Service Institute (FSI), the Diplomatic Security Training Center, and other training providers, assists in training course development and provides instructors from within CSO; and
- (3) Collects, organizes, summarizes, and evaluates lessons learned from CSO deployments (drawing from regional operations teams' monitoring and evaluation (M&E) reports and other sources),

making that information readily available to bureau and Department leadership so as to inform planning and implementation of ongoing and future conflict prevention, response, and stabilization operations.

1 FAM 474 THROUGH 479 UNASSIGNED

1 FAM 471.2 BUREAU OF CONFLICT AND STABILIZATION OPERATIONS (CSO)

(CT:ORG-256; 01-13-2012)

